

CITY OF BULLHEAD CITY
2013 Short Range Transit Plan
Project Management Plan

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Prepared by

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Table of Contents

Section 1: Introduction..... 01

Section 2: Public Involvement 04

Section 3: Project Schedule 05

Section 4: Staffing Plan..... 06

Section 5: Project Work Tasks..... 07

Section 1

Introduction

Study Purpose

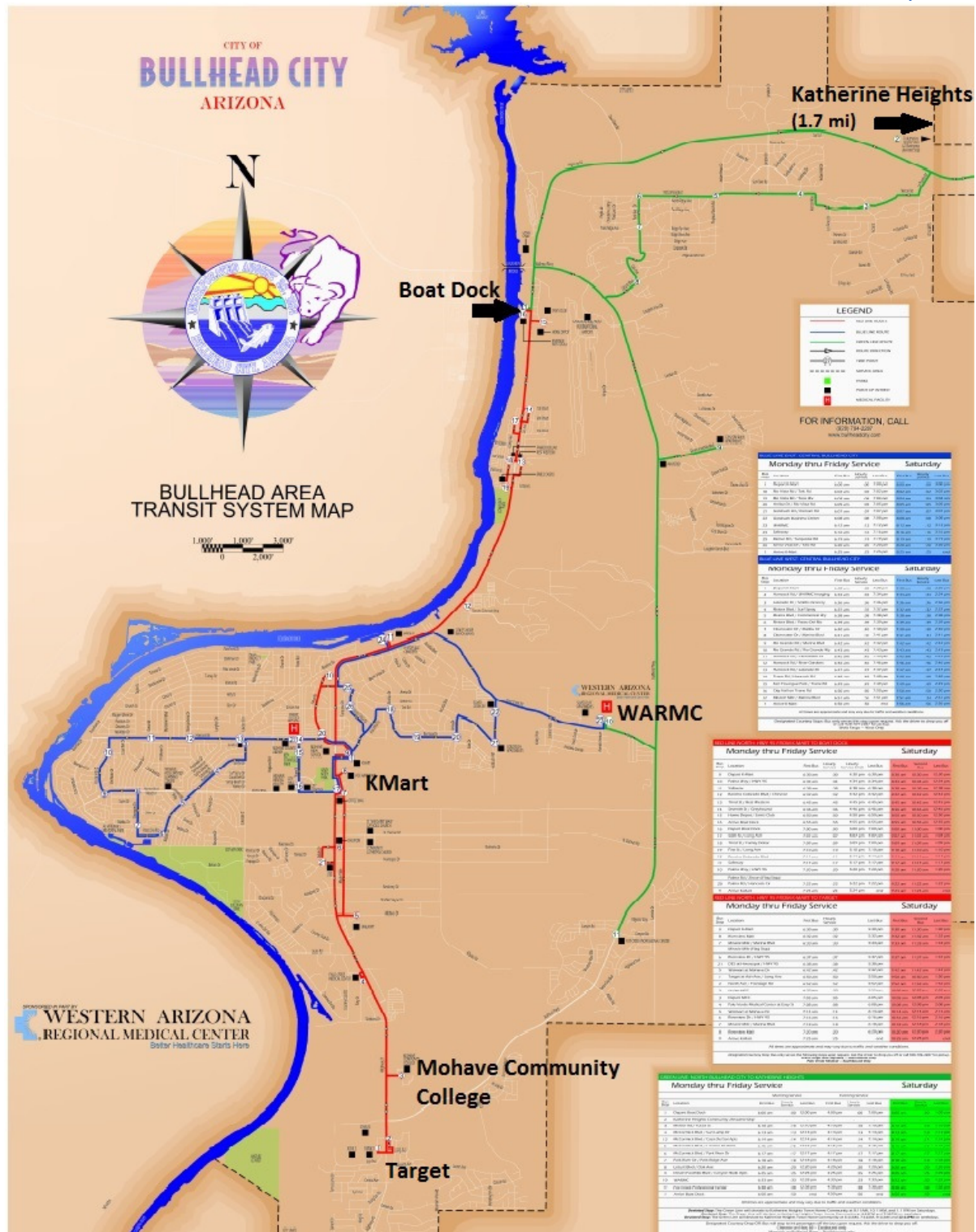
The Bullhead Area Transit Service, or BATS, began operations in 2000 and began fixed-route transit service in 2003 to meet rising demand. Ridership peaked in 2008 with an average of over 15,000 monthly boardings. However, BATS lost 17 percent of its funding in 2009, and following the funding reduction ridership decreased to approximately 12,600 riders per month in 2012. In response to funding reductions and decreased ridership, the Arizona Department of Transportation, in conjunction with the City of Bullhead City, has requested a consultant to perform a comprehensive review of the BATS system for the first time since its inception. This review will evaluate all aspects of the BATS system, including operations, management, and marketing.

As a full-service consulting firm, Moore & Associates will draw on its 20-plus years of experience to perform a complete review of the BATS system. We will work with the ADOT and the City of Bullhead City to understand and evaluate the current system's goals, operations, ridership statistics, performance, management structure, and marketing strategy. With these data, we will compare the BATS system against industry standards and best practices to identify areas in which the BATS system may be able to improve its performance. Our final product will be a five-year Short Range Transportation Plan (SRTP), which will identify practical and feasible recommendations that BATS can follow to improve its performance, including more efficient operations and a marketing strategy that will increase awareness of the BATS system as well as ridership. Our plan, in addition to clearly mapping out how to implement our recommendations, will also detail how much it will cost to implement each recommendation, including both capital and operations costs.

City of Bullhead City Short Range Transit Plan
Arizona Department of Transportation – Multimodal Planning Division
MPD 056-13

Study Area

Exhibit 1 Study Area



Project Management Team and Technical Advisory Committee

The Project Management Team (PMT) will provide direction and input to the project. The PMT will include representatives from the City of Bullhead City, ADOT, the Moore & Associates project team, Western Arizona Council of Governments (WACOG), and ADOT Communications. Teleconferences will be held biweekly, with additional meetings on an as-needed basis. PMT members are listed in Exhibit 2.

A Technical Advisory Committee (TAC) will be established in addition to the PMT. The members of the TAC represent key stakeholders within the study area and will offer review and guidance for the study process. TAC members are listed in Exhibit 3.

Exhibit 2 Project Management Team (PMT)

Name	Organization	Phone	Email
Susan Betts	City of Bullhead City	928.763.0157	SBetts@bullheadcity.com
Matt Carpenter	ADOT/WACOG	602.712.7870	MCarpenter@azdot.gov
Jim Moore	Moore & Associates	661.253.1277	Jim@moore-associates.net
Shilpa Panicker	ADOT	602.712.7465	SPanicker@azdot.gov
Tony Staffaroni	ADOT	602.245.4051	AStaffaroni@azdot.gov

Exhibit 3 Technical Advisory Committee (TAC)

Name	Organization	Phone	Email
Michele E. Beggs	ADOT	928.681.6010	MBeggs@azdot.gov
Deb Dauenhauer	Southern Nevada Transit Coalition	702.298.4435	sntced@cmaaccess.com
Kara Lavertue	ADOT	928.681.6010	KLavertue@azdot.gov
Wayne Nelson	Fort Mohave Indian Tribe	760.629.4591	WayneNelson@fortmojave.com
Michele Walker	WACOG	928.753.1374	michelew@wacog.com
Tracy Young	ADOT	602.712.7106	TYoung@azdot.gov

Section 2

Public Involvement

Public Involvement Team

ADOT will be the lead agency for Public Involvement for this project. The point of contact at ADOT is:

Tony Staffaroni, Community Relations Project Manager
Arizona Department of Transportation
(602) 245-4051
ASTaffaroni@azdot.gov

Public Involvement Goals

The public involvement process embraces innovation, commitment, transparency and trustworthiness in working with all project stakeholders and strives to create an environment that provides and promotes meaningful dialogue and opportunities for individuals with disabilities or language challenges to participate. The goals of this plan are to outline the process objectives and describe the techniques to be used. Goals of the public outreach program include:

- Engaging stakeholders to help ensure the final report incorporates agency and public input.
- Providing clear and accurate information that encourages informed public participation and input.
- Providing multiple, convenient ways for interested parties to provide comment.
- Providing multiple means through which the public can learn about the project.

Further details regarding public involvement for this project can be found in ADOT's Public Involvement Plan.

Section 3

Project Schedule

The overall project schedule is presented in Exhibit 4. A more comprehensive project timeline can be found within the project documents.

Exhibit 4 Project Schedule (Overview)

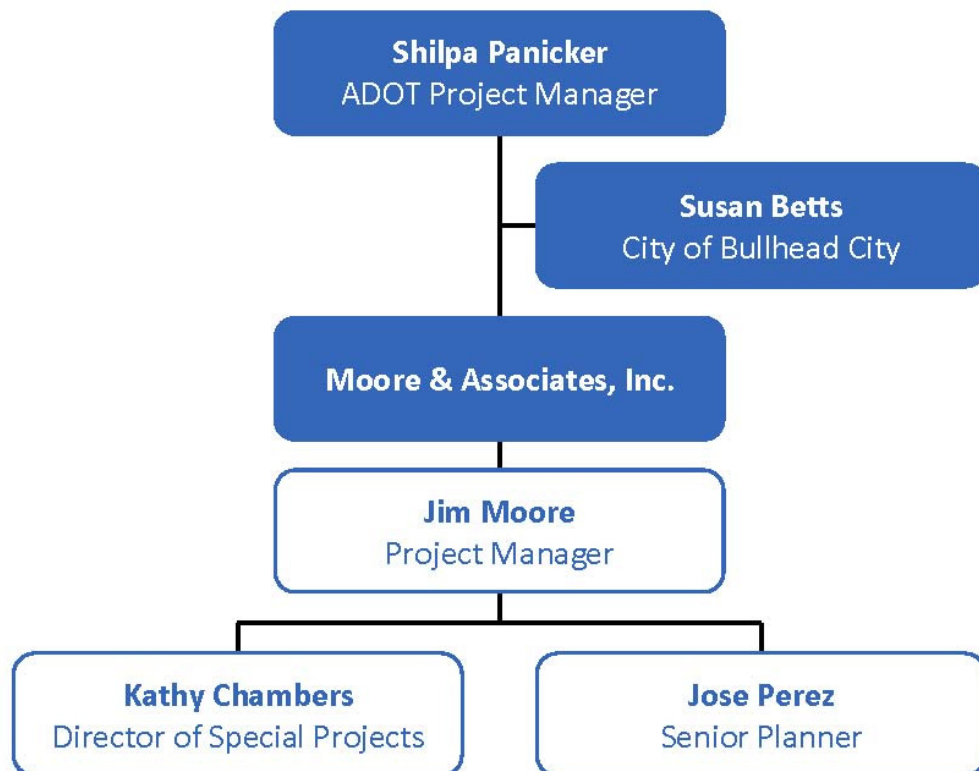
TASKS	Quarter 2			Quarter 4			Quarter 1	
	July	August	September	October	November	December	January	
Preliminary Task: Project Management Plan								
Work Task 1: Overview of Current System								
Work Task 2: Review Goals, Objectives, and Standards								
Work Task 3: System Evaluation								
Work Task 4: Operations, Financial, and Marketing Plans								
Work Task 5: Short-Range Transportation Plan								
Milestones and Deliverables								
Project Management Plan								
Site visit								
TAC meetings								
Transit Commission working meeting								
Working Paper 1: System Overview								
Working paper 2: Goals and Objectives Overview								
Working Paper 3: System Evaluation								
Working Paper 4: Operations, Financial, Marketing Plans								
Draft Short-Range Transit Plan								
Final Short-Range Transit Plan								
Presentations								

Section 4

Staffing Plan

Staffing for the project is summarized in the organizational chart presented in Exhibit 5.

Exhibit 5 Project Organizational Chart



Section 5

Project Work Tasks

The project work plan includes five tasks, each with designated activities and deliverables.

1. Prepare an overview of the current transit system.
2. Review and update goals, objectives, and standards.
3. System and service evaluation.
4. Develop Operations, Marketing, Capital, and Financial Plans.
5. Publish Short Range Transit Plan.

The first TAC meeting took place August 29, 2013, as part of the Project Management Plan preliminary task.

Work Task 1: Prepare an Overview of the Current Transit System

Description

The consultant will provide a brief history of Bullhead City's transit program and a thorough description of the governance and organizational structure of BATS. This description will examine the composition of the current policy-making body as well as how members are selected. Moving further into the operations structure, Working Paper No. 1 will provide a clear and detailed summary of the various positions that currently exist within the BATS organization, including managers, drivers, and other personnel. This overview will also distinguish those services which are provided "in-house" and which are contracted out, as well as to which firms those services are contracted.

In addition to creating an organizational profile of BATS, the overview will inventory the system itself, describing its existing routes, service area, operating hours, frequencies, number of vehicles, services provided, (e.g., local, Dial-A-Ride, express, etc.), revenue hours, ridership, fare structure, operating budget, etc. Using these data, the consultant will produce an accurate picture of the current status of the BATS program.

Activities Performed to Complete Task 1

- Gather historical, operations, organizational, staffing, and governance information from City and BATS website.
- Summarize findings in Working Paper No. 1.

Deliverable: Working Paper No. 1

Responsible Parties

- Consultant
- City of Bullhead City (PMT; provide information)
- ADOT (PMT; project oversight)
- TAC (review and comment)

Key Dates:

- September 13, 2013 – Working Paper #1 to PMT for review
- September 20, 2013 – Working Paper #1 to TAC for review
- September 26, 2013 – TAC meeting #2

Work Task 2: Review and Update Goals, Objectives, and Standards

Description

Work Task 2 will examine BATS's current goals and objectives in the areas of marketing, operations, and service provision. This will be followed by an evaluation of how well these current goals line up with the needs of Bullhead City's residents and recommended updates so that BATS can optimally meet current and forecast transit demand.

Activities Performed to Complete Task 2

- Obtain and review BATS' official mission statement, goals, and objectives using the BATS website and collaborating with BATS staff.
- Gather and map Census and American Community Survey demographic data for Bullhead City and adjacent areas.
- Review onboard and community survey data, to be obtained as part of Task 3.
- Evaluate BATS's mission, goals, and objectives in light of demographic and socioeconomic data, then revise goals and objectives as necessary to make them better align with needs of BATS riders and the Bullhead City community.
- Conduct a working meeting with the Bullhead City Transit Commission to develop goals, objectives, and performance measures.
- Summarize current goals, evaluation of goals, and recommended changes to goals in Working Paper No. 2.

Deliverables: Working Paper No. 2 draft (prior to Transit Commission working meeting), Transit Commission presentation (PowerPoint), Working Paper No. 2 (full).

Responsible Parties

- Consultant
- City of Bullhead City (PMT; Transit Commission; provide information and guidance)
- ADOT (PMT; project oversight)
- TAC (review and comment)

Key Dates:

- September 23, 2013 – Working Paper #2 (draft) to PMT for review
- September 29, 2013 – Working Paper #2 (draft) to TAC for review
- October 7, 2013 – Bullhead City Transit Commission working meeting (in lieu of TAC meeting #3)
- October 11, 2013 – Working Paper #2 (full) to PMT/TAC for review

Work Task 3: System and Service Evaluation

Description

Task 3 will begin with discussions with BATS management to obtain service and operational performance data, as well as perform a ride check to gather stop activity and on-time performance data. For both fixed-route and demand-response services, the total operating budget, fare revenue, and ridership data will be used to measure system efficiency and effectiveness using industry standard metrics such as passengers per revenue hour of operation, passengers per vehicle mile, total cost per passenger, farebox recovery ratio, etc. This evaluation will form the rationale for service change recommendations that may be included in the Operations Plan of Task 4.

In addition to evaluating the operational performance of BATS, completion of Task 3 will include an inventory and evaluation of the system's assets, including fleet size, facilities, the number and condition of bus stops, stop amenities, and signage. Such capital data will inform recommendations for capital purchases and improvements.

To further inform the analysis, the consultant will engage in three key public outreach activities (in conjunction with ADOT Communications) including an onboard survey (to be conducted concurrently with the ride check), community survey, and stakeholder surveys with follow-up interviews. These outreach activities will provide insight as to community, stakeholder, and transit rider perceptions, vision, and awareness regarding the current BATS program as well as desired service offerings.

Activities Performed to Complete Task 3

- Conduct community survey.
- Perform ride check.
- Distribute onboard survey.
- Conduct driver survey.
- Obtain list of stakeholders.
- Conduct stakeholder survey (including survey of casino employers in Laughlin).
- Obtain operations and budget data from City.
- Complete stop/amenity inventory.
- Conduct peer review (no less than three like-peers).
- Perform all data analysis.
- Summarize findings in Working Paper No. 3.

Deliverable: Working Paper No. 3

Responsible Parties

- Consultant
- City of Bullhead City (PMT; sewer bill insert, facilitate driver survey)
- ADOT (PMT; produce, distribute, and collect community survey/online survey)
- TAC (review and comment)

Key Dates:

- September 3-7, 2013 – conduct ride check and onboard survey
- September 6, 2013 – distribute driver survey
- September 10, 2013 – distribute stakeholder survey
- September 11, 2013 – distribute casino employer survey
- September 12, 2013 – distribute community survey as sewer bill insert
- October 1, 2013 – online survey closes
- October 25, 2013 – Working Paper #3 to PMT for review
- November 1, 2013 – Working Paper #3 to TAC for review
- November 7, 2013 – TAC meeting #4

Work Task 4: Develop Operations, Marketing, Capital, and Financial Plan

Description

The Operations Plan will address both operating and budgetary realities. In its analysis of ridership, level of service, and coverage areas the consultant will compare current levels of service and coverage with current transit needs. By comparing existing service with needs, service recommendations will be developed inclusive of routing and frequency changes so BATS' services best align with demand. In this way, the BATS system can both increase its performance and better serve the Bullhead City community. The Operations Plan will include an implementation schedule for delivery of recommendations.

The operations plan will be complemented by a 5-year Financial Plan that will detail expense forecasts and revenue projections for all changes in expenses and revenue that result from recommended service changes in the Operations Plan, and also detail where revenue will come from, including new funding sources and potential fare changes. The basis of operating cost forecasts will be clearly portrayed in standard industry terms, such as cost per service hour, cost per passenger trip, and cost per mile. Expenses and revenues will be stated in year-of-expenditure dollars with the assumed escalation factors stated.

The Capital Plan will include estimated capital expenses to support services and operations that are contained in the Operations Plan, including new vehicles, bus stop amenities, vehicle facilities, etc. Recommendations will include justification for replacement, rehabilitation, retrofit, upgrade, or expansion of system assets, vehicles, and facilities. Each capital item will include both its cost, in year-of-expenditure dollars, as well as the year of recommended

implementation. The Capital Plan will tie each capital expense to a funding source to demonstrate that each expenditure will be financially feasible using accessible funding sources.

The Marketing Plan will develop strategies and tactics to increase awareness of target audiences and boost ridership by relying on industry best practices as well as the consultant's 20-plus years of transit marketing experience. The Marketing Plan will also include a SWOT analysis (which assesses internal strengths and weaknesses as well as external opportunities and threats), and include practical tactics for attracting patronage within the target audiences. It will also include an implementation schedule for marketing recommendations as well as activities in support of operational recommendations.

The deliverable for Task 4 will be developed in two parts submitted separately to facilitate review and discussion.

Activities Performed to Complete Task 4

- Operations Plan
 - Analyze ride check, operations, organizational, and survey data.
 - Develop recommendations based on data with goals of increased efficiency, best satisfying transit needs, addressing issues identified in the organizational analysis.
 - Develop implementation schedule.
- Capital Plan
 - Review current fleet and amenity inventory and determine needs based on staff comments, public outreach feedback, and industry standards.
- Financial Plan
 - Review budget data provided by City.
 - Review past funding sources and determine their feasibility and accessibility in the near term.
 - Estimate total operational and capital cost changes resulting from implementation of recommendations.
 - Develop potential revenue sources based on feedback from client and knowledge of past and potential future funding sources
- Marketing Plan
 - Review BATS 2009 Marketing Plan.
 - Review current collateral and website.
 - Determine where information is currently available to customers.
 - Use survey data to evaluate clarity and availability of existing service information.
 - Develop recommendations to promote accessibility of service information and increase awareness of service, based on public outreach feedback and consultant experience.
 - Develop implementation schedule.

Deliverable: Working Paper No. 4a (Operations and Capital Plans), Working Paper No. 4b (Financial and Marketing Plans)

Responsible Parties

- Consultant
- City of Bullhead City (PMT; provide information)
- ADOT (PMT; project oversight)
- TAC (review and comment)

Key Dates:

- November 1, 2013 – Working Paper #4a to PMT for review
- November 8, 2013 – Working Paper #4a to TAC for review
- November 8, 2013 – Working Paper #4b to PMT for review
- November 15, 2013 – Working Paper #4b to TAC for review
- November 21, 2013 – TAC meeting #5

Work Task 5: Publish the Short Range Transit Plan

Description

The final Short Range Transit Plan (SRTP) will be a synthesis of each of the four working papers produced during the project, reflective of comments and feedback obtained throughout the process. It will include an Executive Summary; Overview of the Existing Transit System (covering both fixed-route and demand-response services); Goals, Objectives, and Standards; System Evaluation; and Operations, Capital, Financial, and Marketing Plans.

The consultant will provide the Project Management Team monthly progress reports detailing work that has been completed, adherence to the PMP schedule, as well as a description of any delays that the team may have encountered. In addition, both the PMT and TAC will have constant access to the products created by the consultant during the project and comment on both the work and compare the consultant's progress with the project timeline.

Activities Performed to Complete Tasks

- Synthesize four Working Papers into single Short Range Transit Plan (SRTP).
- Review and revise draft SRTP.
- Provide monthly project progress reports to PMT.

Deliverables: Working Paper No. 5 (Draft SRTP), Final SRTP, presentations to Bullhead City Transit Commission and City Council

Responsible Parties

- Consultant
- City of Bullhead City (PMT)
- ADOT (PMT; project oversight)
- TAC (review and comment)

Key Dates:

- January 10, 2014 – Working Paper #5 to PMT for review
- January 17, 2014 – Working Paper #5 to TAC for review
- January 23, 2014 – TAC meeting #6
- January 27-28, 2014 – presentations to Bullhead City Transit Commission and City Council
- January 31, 2014 – submit Final SRTP